

## HERITAGE SITES REPRESENTATIVES' WORK PERFORMANCE IN SOUTH –WEST NIGERIA

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### ABSTRACT

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Work performance is how well an individual plays out a task, job, task or obligation which incorporates tangible (income targets) and intangible effects (communication). This study examined heritage site representatives' work performance in South-West Nigeria. A multi-stage sampling procedure (purposive and simple random) was engaged in the selection of one hundred and forty-six (146) representatives used for the study. Primary data were on heritage site representatives' work performance which was done by the use of a structured questionnaire. Mean scores and Analysis of Variance in addition to Regression Analysis were used to analyse and test the data collected. The result indicated that the heritage site representatives' prime adaptive work performances were their ability to handle effectively the work team in the face of change (8.21) and the belief that mutual understanding can lead to a viable solution in heritage sites (8.14). The heritage site representatives' leading contextual work performances were their ability to share knowledge and ideas among their team members (7.92) and by maintaining good coordination among their fellow representatives (7.78). The heritage site representatives' top task work performances were their ability to complete their assignments on time (8.06) and maintaining a high work standard (8.39). The constraints of heritage sites representatives' are the receipt of less wage from ecotourism business (7.47), personal/family issues (7.29), too many expectations (7.13), excessive workload (7.06), unconducive work environments (6.91), poor policy implementation (6.89) and unclear objectives/performance standards (6.73). The result further specified that there was a significant difference ( $F = 13.632, p < 0.05$ ) in the work performance of heritage site representatives across the UNESCO world heritage sites in South-West, Nigeria. It was recommended heritage site representatives' motivator factors should be improved upon as this would enhance their work performance level thus reducing their constraints of work performance.

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**KEY WORDS:** Nigeria, UNESCO world heritage sites, ecotourism, representatives, work performance

## INTRODUCTION

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There are unique assessments about the appropriate depiction of work performance. Work performance assesses whether an individual performs business well. It is concentrated on educationally as a piece of psychology in business and managerial areas and shaped a piece of human resources management. This is a critical benchmark for results and outcome in business organizations (Alazaizeh, et al. 2019). Adebayo (2019) christened work performance as the assessment of whether a person performs a job well or to some degree any individual does. This recognized it from additional surrounding standards like organizational as well as public performance, which are more elevated level factors. There are various fundamental highlights to their originations of work performance which aided explained their implications.

Work performance is the component of the adequacy of a representative and his conduct within the work (Fapojuwo, et al., 2021). Adebayo et al. (2020) affirmed that on a typical phase, it is all the behaviours a representative participates in at work. This argument is enormously inexplicit to make sense of performance for the explanation that changes in time had shown that not all behaviours at work are connected with work explicit features. Notwithstanding, inside the space of work, there are relatively few standards that are as generally given thought on the grounds that the perspective on work performance is yet to a great extent misconstrued.

Groen et al., (2017) made sense of it as the complete arithmetic mean from representatives' behaviour controlled over the advancement of a gathering retro of time which expressed together with two unequivocal ways of thinking. That is, it could be chattels of behaviour and what people do at work plus the average behaviour of representative to the business association; therefore the penalties of the exclusive

manners are almost not ever measured thus their worth is predicted. Borman and Motowidlo, (1997) divided performance into the task and contextual oriented performance while the other aspect labeled the adaptive work performance was credited by Park and Park (2019).

It was noted that aftermaths are not held back inside the portrayal of the performance, subsequently, consequences are in many cases acknowledged as the interaction through which representative's deeds genuinely endorse the organizational viability; for the explanation that cascading types of influence are so barely tangled in with the organizational intentions, in this manner, it is appealing for many to put features on results while taking into consideration, as well as evaluating the exhibition of the representative (Alvi and Rana, 2019).

It is similarly significant that organizational undertakings can influence certainly work performance. In numerous developing countries, most especially in Sub-Saharan Africa, these facts are every now and again compulsory, forming forecast a provocative run and trust. There is a lack in gen at surviving on work performance of representatives in the Nigerian ecotourism industry area ever since the establishment, which had made the pursued framework a correctional onus and vain (Joo and Bennett, 2018). It is of course of importance to play out an assessment assuming the improvement and the goals of the foundations in the area are to be get done (Sabuhari et al., 2020).

To accomplish the shared objective of the study, which is crucial for representatives' work performance in the Nigerian ecotourism industry area, the levels of representatives' work performance (adaptive, contextual, task) and constraints to their work performance in the heritage sites were thoroughly examined to follow clear targets. However, the hypothesis of the study in its null form was thus stated that there are no significant difference in the representatives' work performance across the selected UNESCO world heritage sites in the study area.

## **METHODOLOGY.**

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The study was carried out in South-West Nigeria which is one of the international zones of Nigeria, comprising of the Oyo, Osun, Ondo, Ogun, Lagos and Ekiti States. It is a Yoruba locale, land-dwelling and talking region, with various vernaculars even inside a similar state. The weather patterns fluctuate between the two particular seasons in Nigeria; the dry season (November - February) and the wet season (March - November). The research design was cross-sectional and descriptive which adopted a simple random technique to draw the heritage site representatives' sample from the populace. A structured questionnaire was used to collect data which was laid open to quantitative analysis.

Owing to the diverse characteristics of the heritage sites in the study area, a multi-stage sampling procedure (purposive and simple random) was engaged. South-West Nigeria being the study area was purposively chosen because of the presence of a World Heritage property in the region and access to multiple international borders. Three UNESCO world heritage sites (Oke Idanre Hills in Ondo State, Osun-Osogbo Sacred Grove in Osun State and the Old Oyo in Oyo State) were purposively selected out of the eleven identified UNESCO world heritage sites. A simple random selection of one hundred and forty-six (146) representatives was selected for the study.

Respondents were invited to come to an agreement on a 9-point Likert-type scale to which they agreed with the queries in the questionnaire to determine their level of work performance. Work performance was measured by adopting 23 items of Pradhan and Jena (2017) that classified performance indicators into adaptive, contextual and task. Mean scores in addition to Analysis of Variance were used to analyze and test the data collected.

## **RESULTS AND DISCUSSION**

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Proceeding the basis of the methodology undertaken, the levels of respondents' adaptive work performance are as shown in Table 1. The table showed that ability to handle effectively the work team in the face of change and the believe that mutual understanding can lead to a viable solution in heritage sites are the leading adaptive work performances with a mean of 8.21 and 8.14 respectively, while the ability to perform well to mobilize collective intelligence for effective team work occupied the least with a mean of 7.70. However, the table showed on a wide note that the representatives in the heritage sites in South-West Nigeria had a high adaptive work performance (7.96). The implication is that these heritage sites representatives understood their work responsibilities, effectively handled the work team and can adjust to any change in their work environment.

Managers attempt to track down heritage sites representatives with high versatility, because of the positive results that followed, for example, amazing work performance, positive work mentality, ability to manage unsure and capricious work circumstances, learning and control innovation, assignment, and strategies, and capacity to deal with pressure (Virkkunen and Kuutti, 2000). Khalifa (2020) maintained this view to attest that heritage site representative work performance isn't restricted to organizational undertaking assessment however should incorporate the ways of behaving exhibited by the representatives in the workplace that add to accomplishing the administrators' targets. A gander at the factors in adaptive work performance showed that they are noteworthy as they offer help to the center functional interaction within the heritage sites.

**Table 1. Levels of heritage site representatives' adaptive work performance**

<b>Heritage site representatives' adaptive work performance:</b>	<b>Mean</b>
<b>Ability to ....</b>	
<b>...handle effectively the work team in the face of change.</b>	<b>8.21</b>

<b>...believe that mutual understanding can lead to a viable solution in heritage sites.</b>	<b>8.14</b>
<b>...not use to lose temper when faced with criticism from team members.</b>	<b>8.08</b>
<b>...be very comfortable with work flexibility.</b>	<b>7.99</b>
<b>...manage change in work very well whenever the situation demands.</b>	<b>7.85</b>
<b>...cope well with heritage sites changes from time to time.</b>	<b>7.78</b>
<b>...perform well to mobilize collective intelligence for effective team work.</b>	<b>7.70</b>
<b>Grand Mean</b>	<b>7.96</b>

Table 2 showed that sharing of knowledge and ideas among their team members is the most prevalent contextual performance variable with a mean of 7.92, while love for handling extra responsibilities is the least with a mean of 7.31. As shown in the table, the heritage sites representatives have high level of contextual performance (7.61). Van Scotter, (2000) stressed that without contextual performance, achieving the task performance in the workplace will be a major encounter in as much that it is the contextual factors that provide support to principal factors. The implication this is that the representatives in ecotourism study sites are capable of activities that contribute to the social and psychological core of their establishments and this is a great benefit to them because they would be able to accomplish their objectives even when the situation at the workplace seems unpredictable to the management Motowildo et al., (1997); Sekhar et al., (2018).

**Table 2.** Levels of heritage site representatives' contextual performance

<b>Heritage site representatives' contextual performance:</b>	<b>Mean</b>
<b>Ability to ....</b>	
<b>...share knowledge and ideas among my team members.</b>	<b>7.92</b>
<b>...maintain good coordination among fellow representatives.</b>	<b>7.78</b>
<b>...communicate effectively with colleagues for problem solving and decision making.</b>	<b>7.69</b>
<b>...praise co-representatives for their good work.</b>	<b>7.67</b>

<b>...extend help to co-representatives when asked or needed.</b>	<b>7.63</b>
<b>...actively participate in group discussions and work meetings.</b>	<b>7.61</b>
<b>...derive lot of satisfaction nurturing others in the business.</b>	<b>7.58</b>
<b>...extend sympathy and empathy to co-representatives when they are in trouble.</b>	<b>7.54</b>
<b>...use to guide new colleagues beyond work purview.</b>	<b>7.42</b>
<b>...love to handle extra responsibilities.</b>	<b>7.31</b>
<b>Grand Mean</b>	<b>7.61</b>

Table 3 revealed that the ability of heritage sites representatives to complete assignments on time had the uppermost mean of 8.06, while the ability to make colleagues believe of being a high performer in the business had the nethermost mean of 7.54. The table on an overall assessment showed that the task performance level of the heritage sites representatives was high (7.95). The inference is that the heritage sites representatives will revel in a better productivity and accomplish their administrative objectives in the various establishments. Luan et al., (2019) postulated that when adaptive and contextual performances are certain, the task performance within the business will be high.

**Table 3.** Levels of heritage site representatives' task performance

<b>Heritage site representatives' task performance: Ability to ....</b>	<b>Mean</b>
<b>...complete assignments on time.</b>	<b>8.06</b>
<b>...maintain high standard of work.</b>	<b>8.39</b>
<b>...be very passionate about my work.</b>	<b>8.17</b>
<b>...handle multiple assignments for achieving administrative goals.</b>	<b>7.88</b>
<b>...being capable of handling assignments without much supervision.</b>	<b>7.65</b>
<b>...make colleagues believe of being a high performer in the business</b>	<b>7.54</b>
<b>Grand Mean</b>	<b>7.95</b>

Table 4 showed the constraints to the heritage site representatives' work performance. The results revealed that the greatest challenge was the heritage sites representatives receiving a less wage from the business of ecotourism with a mean value of 7.47. This is followed by the private or personal influences of the heritage sites representatives with a

mean value of 7.29, while pressures from ecotourism co-representatives towards limiting work performance was the least constraint with a mean value of 5.13.

From these assertions, the issue of poor wage, personal/family issues, too much expectations, excessive work load, unconducive work environments and poor policy implementation were the dominant constraints identified. These are the major challenges confronting the employment division in the Nigeria (Yehudah, 2006).

Ultimately, heritage sites representatives go to attend to their various works with a view to earning better wages that can sustain them and their families. This made the issue of enhanced wages an important motivator for work effectiveness and efficiency (Ali and Anwar, 2021) Thus, the repercussion is that if the administrations can focus attention on remunerations and other personal factors of heritage site representatives, their level of work performance will be equally more enhanced.

**Table 4. Constraints to Heritage site representatives' work performance**

<b>Constraints</b>	<b>Mean</b>
<b>Less wage</b>	7.47
<b>Personal/family issues</b>	7.29
<b>Too much expectations</b>	7.13
<b>Excessive work load.</b>	7.06
<b>Unconducive work environments</b>	6.91
<b>Poor policy implementation</b>	6.89
<b>Unclear objectives/performance standards.</b>	6.73
<b>Lack of authority to get things done.</b>	6.44
<b>Inadequate performance of heritage site co-representatives on whom individual work depends.</b>	6.41
<b>Lucrative offers from competitors</b>	6.37
<b>Recruitment errors</b>	6.35
<b>Inadequate performance of subordinates or managers.</b>	6.23
<b>Inadequate communication within the business sites.</b>	6.05
<b>Lack of proper equipment.</b>	5.63

<b>Absenteeism of key personnel.</b>	5.47
<b>Inadequate clerical support.</b>	5.45
<b>Slowness of action from internal/external work sources.</b>	5.45
<b>Pressures from heritage site co-representatives towards limiting work performance.</b>	5.13

Table 5 showed the Analysis of Variance of heritage site representatives' work performance across the UNESCO world heritage sites in South-West, Nigeria. The study tested the hypothesis for the significant difference in the work performance of heritage sites representatives across the UNESCO world heritage sites sampled for the study in South-West, Nigeria. The result revealed that there was a significant difference in the work performance of heritage sites representatives across the UNESCO world heritage sites in South-West, Nigeria. The result presented in the table showed that there was a significant difference ( $F = 13.632$ ,  $p < 0.05$ ) in work performance of heritage sites representatives across the UNESCO world heritage sites in South-West, Nigeria. This implied that the work performance of the heritage sites representatives across the UNESCO world heritage sites in South-West, Nigeria varied across their respective locations. For that reason, the study rejected the null hypothesis and the alternative accepted. This assertion supported the conclusions of Keskin, (2020); Al-Makhadmah et al., (2020); Kamaruddin et al, (2021) and Sunarsi, et al., (2021).

**Table 5. Difference in heritage site representatives' work performance across the UNESCO world heritage sites in South-West, Nigeria**

	<b>Between Groups</b>	<b>Within Groups</b>	<b>Total</b>
<b>Sum of Squares</b>	2.852	25.524	28.376
<b>df</b>	2	244	246
<b>Mean Square</b>	1.426	0.105	
<b>F</b>	13.632		
<b>Sig.</b>	0.000		

**Note:** The mean difference is sig. @ the 0.05 level.

## CONCLUSION

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This study examined the work performance of heritage site representatives' work performance across the UNESCO world heritage sites in South-West, Nigeria. The tourism industry had turned into an arising economic area all around the world and it had been viewed as a significant area that could give work to a large number of individuals, and similarly benefit individuals in the neighborhood networks in such countless ways. The ecotourism industry area is extremely vital for the tourism industry as it plans to save the uprightness of the objective and spotlights on monitoring the neighborhood climate and authentic legacy, while supporting the way of life and empowering individuals to take care of the regular assets that draw in them to the locality, along these lines, helping in local area improvement by giving a substitute wellspring of livelihoods to the nearby local area which is more feasible and sustainable. In like manner, many view ecotourism as a practical method for safeguarding the indigenous habitat as well as create communal and fiscal advantages for neighborhood networks. The tourism industry writing kept up with that the maintainable advancement of the tourism industry relies upon human resources. This made the work performance of representatives within the sector an imperative area of study.

Work performance is about how well the representative did his obligation according to the administrative objectives. In any case, the ongoing circumstance in the work area in Nigeria has not been great recently. As an outcome, the unfortunate circumstance might influence the tourism industry area and explicitly the UNESCO world heritage sites in the country in which the livings and source of revenue of certain individuals from the local area are attached to the tourism industry activities included. Thus, the level of work performance of the representatives in the heritage sites was asserted high, while the greatest challenge to heritage site representatives' work performance was the receipt of less wage from the business of ecotourism. Accordingly, there was a significant difference

( $F = 13.632$ ,  $p < 0.05$ ) in work performance of heritage sites representatives across the across the UNESCO world heritage sites in South-West, Nigeria.

It was recommended that the ecotourism establishments and administrators in the studied region should improve on the heritage sites representatives' motivator factors by increased wages to enhance their work performance level and their work complexity, workload and personal matters should also be given concern by their business organizations so as to reduce their constraints to work performance.

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